

Appendix 1 - Answering questions

What ambition could the university show on the theme?

It is of great importance to work in (interdisciplinary) teams. Effective collaboration is an important condition for building and strengthening a diverse and inclusive community, in which there is a safe working and study climate and we recognize and appreciate the talents of our staff and students. Tilburg University's ambition should be to create a good breeding ground for collaboration. This means that we must jointly give meaning to the four values Connected, Curious, Caring, and Courageous so that they are widely supported. It is important that, as a community, we give the same meaning (based on concrete behaviors) to these values, which form the basis for an open dialogue about important themes (such as diversity, inclusion, and social safety) and reflection on our behavior. It is also important that our shared values be embedded in programs that contribute to culture change, such as Recognize & Rewards and Connected Leading.

What choices can the university make in moving the theme toward 2027?

Based on the specific proposals in the memorandum, it is recommended that we, as a university, commit to

- formulating and pursuing common goals, clearly linked to our values;
- collaboration based on values and overarching vision of talent development (consistent with Recognition & Rewards, Connected Leading, Sustainable Employability);
- campus design focused on encounters;
- additional focus on international staff and students within our community;
- encouraging and facilitating continuous reflection and dialogue on current issues;
- connecting and aligning Diversity & Inclusion policies for staff and students;
- sustainable employability and encouraging mobility (talent development);
- diversifying career paths (Recognition & Rewards);
- adhere to, continue, and expand Connected Leading integrated with elements of Recognition & Rewards;
- long-term commitment to themes of diversity, inclusion, social safety, (interdisciplinary) collaboration, and leadership based on shared values.

In what areas is it important to achieve a breakthrough and what steps do we need to take to do so?

To create a university community in which we recognize and value each other, it is important that we realize the desired culture: a safe environment based on openness, trust, and transparency. From that openness and transparency, we enter into dialogue with each other, in which it is important that we listen to each other and are open to each other's opinions, especially if they deviate. Opinions of colleagues and students sharpen our own thoughts and encourage reflection, so that, together, we come to different—perhaps better—and refreshing insights.

In recent years we have taken steps (based on the Connected Leading philosophy, among others) to change behavior. It is and remains important to make further progress in this area, holding each other

and ourselves responsible and calling each other to account for behavior. Exemplary conduct, particularly on the part of administrators and leaders, is crucial in this regard.

In order to realize this, it is important to carry out the current and developing plans and to make a link with the (supported) values. In this way, we create a basis (“compass”) for what we consider important and, subsequently, link consequences to it. Consequences of the choices we make as a university as a whole and from the various organizational units.

What ambitions and relevant external developments affect this?

The following external ambitions and developments affect our ambition:

- The importance of working together in (interdisciplinary) teams, in which we each contribute to the greater whole from our own strengths in order to continue fulfilling our mission as a university in a rapidly changing world: to conduct research and provide education at a high level and to realize societal impact.
- Nationally, but also internationally, a movement is underway to recognize and value the wide range of talents, to achieve diversification of careers, and to focus on quality rather than quantity in assessment. We work closely together on this theme within the national [Recognition & Rewards](#) program and within [ENGAGE.EU](#).
- Nationally and in the European context, themes of mobility and lifelong learning within and outside the academy are increasingly important.
- This also applies to diversity, inclusion, and a safe working and studying environment (social safety). These themes are topical, due to the #MeTOO movement, Black Lives Matter, and the targets for women in top positions, among others. Movements that are also taking hold within higher education through, for example, research by the LNVH (Dutch Network of Women Professors) into misconduct, gender criteria for awarding grants (Horizon EU funds, as of 2022) and the "National Action Plan for More Diversity and Inclusion in Higher Education and Research" from the Ministry of Education, Culture and Science.
- The disruptive nature of the pandemic has made us realize once again that our work is constantly changing and that it is important to remain agile. Talent development and personal leadership are becoming increasingly important to meet the constantly changing demands and challenges within and outside our organization.
- COVID-19 also underscored the value of community spirit and the importance of connection and encounters.

Can the four Cs (Connected, Curious, Caring, and Courageous) be of significance to the theme mentioned?

For the deliberation table “Knowing, recognizing, and appreciating each other in the (hybrid) university community,” the four values mean the following: We are curious about the world around us, we have an eye for and genuine interest in the person behind our colleague, (fellow) student, and his or her discipline. We continue to reflect on our own behavior and engage in dialogue together about what this means for themes/subjects that we consider important (**Curious**). We care about our team members, for example when it comes to onboarding of international employees, learning and development, the joint achievement of goals (**Caring**), and thus, strive for connectedness both at work level (across the

boundaries of our own organizational units) and at interpersonal level (**Connected**), and have the courage to attach consequences to this and hold ourselves and each other responsible for it. We have the courage to let go of our fixed habits and to adapt our behavior so that we can jointly achieve the desired (culture) change. This applies in particular to our administrators and leaders, who serve as important role models (**Courageous**).